

Missouri Statewide Health Information Exchange

Finance Workgroup

Jefferson City, MO
December 3, 2009



Agenda

Topic	Facilitator(s)	Time
Welcome & Introductions	Co-Chairs	15 minutes
HIE & HITECH Opportunities	Co-Chairs & Manatt	15 minutes
Project Overview <ul style="list-style-type: none">➤ Workgroup Framework➤ Timeline➤ Tasks	Co-Chairs & Manatt	20 minutes
Strategic Plan Components	Co-Chairs & Manatt	15 minutes
Considerations & Key Questions	Co-Chairs	40 minutes
Next Steps	Co-Chairs & Manatt	15 minutes

Welcome & Introductions

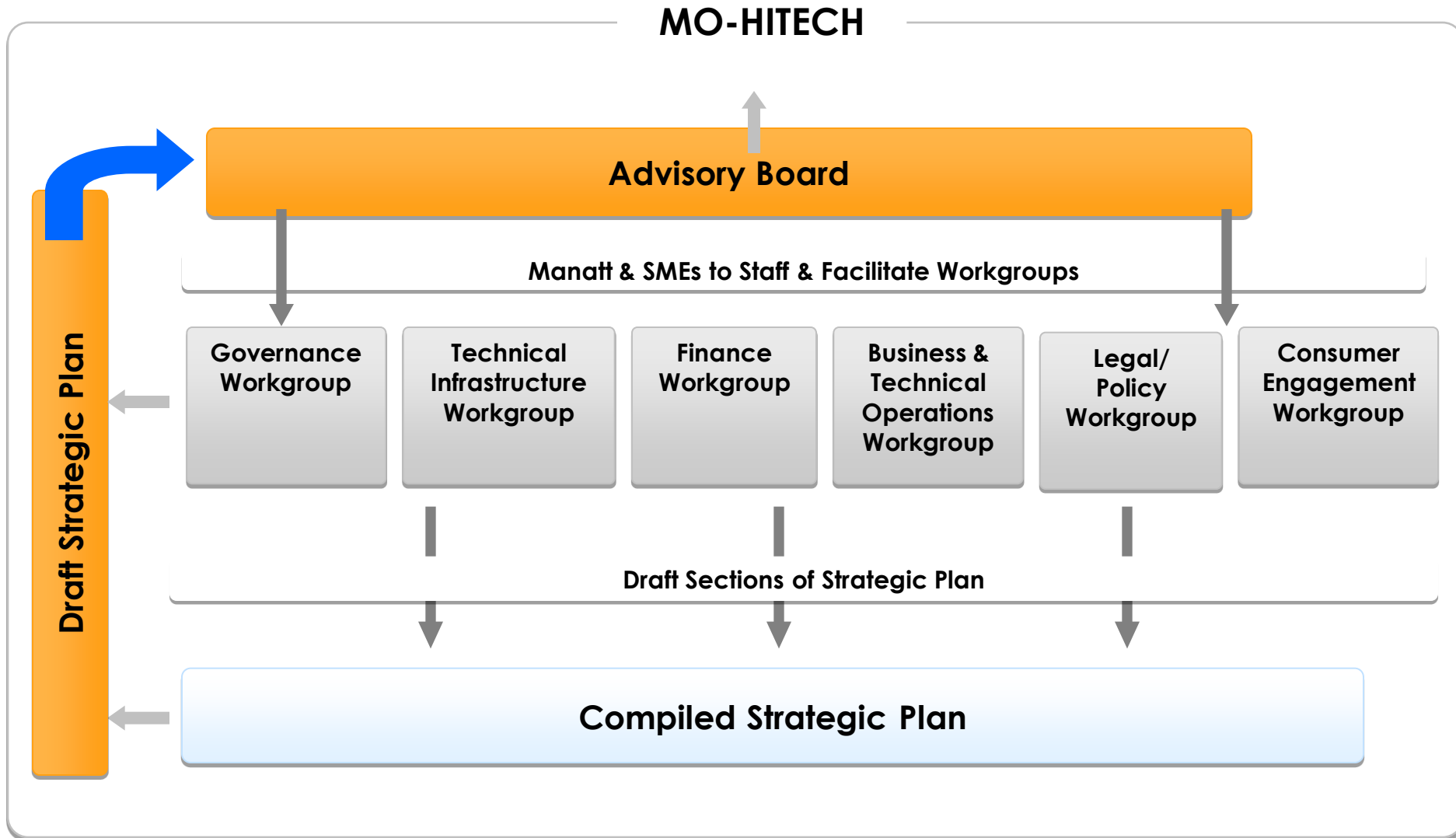
➤ Co-Chairs

- John M. Huff, Dir., Dept of Insurance
- TBD

➤ Staff

- Brian Kinkade, Deputy Department Director, Department of Social Services
- Bill Bernstein, Partner, Manatt Health Solutions
- Kier Wallis, Senior Analyst, Manatt Health Solutions

Building the Strategic Plan – Workgroup Framework



Project Tasks & Timeline through May 2010

State HIE Grant Application

Letter of Intent Submitted

Project Initiation

Begin Landscape Assessment & Interviews

Sept Oct

- Support State application process
- Conduct stakeholder interviews

Strategic Plan

Submit Application to HHS

Executive Order 09-27

Statewide Kickoff Meeting

Nov Dec Jan 2010 Feb

- Establish MO-HITECH
- Establish Advisory Board
- Convene Workgroups
- Draft Strategic Plan
- Publish Draft Strategic Plan for Review
- Develop detailed project timeline and work plan
- Engage and educate stakeholders

Submit Strategic Plan to HHS

Publish Draft Strategic Plan for Review/Comment

Operational Plan

Submit Operational Plan to HHS

Publish Draft Operational Plan for Review/Comment

Mar April May

- Convene Advisory Board & Workgroups
- Draft Operational Plan
- Publish Draft Operational Plan for Review
- Update project timeline and work plan
- Engage and educate stakeholders

Building the Strategic Plan –Draft Timeline

Weeks	Planning	Kickoff		First Draft	Final Draft	
Nov 9	Confirm AB membership					
Nov 16	Announce Wkgps & Kickoff Meeting					
Nov 23	Finalize Kickoff Meeting Materials					
Nov 30	AB – Advisory Board Wkgps – Workgroups Subject Matter Experts – SMEs	Launch AB - 12/2	Launch Wkgps -12/3			
Dec 7				Workgroups Meet Regularly & Prepare 1 st Draft of Deliverables		
Dec 14				Manatt & SMEs to Advise Wkgps		
Dec 21				Draft due to Manatt & MO-HITECH: 12/23		
Dec 28				Manatt to Compile First Draft		
Jan 4 2010				First Draft distributed to MO-HITECH & AB		
Jan 11				AB to review First Draft		
Jan 18					Wkgps to Revise First Draft	
Jan 25					Manatt & SMEs to advise Wkgps	
Feb 1					Drafts due to Manatt & MO-HITECH: Feb 5	
Feb 8					Manatt to compile revised Draft & distribute to Mo-HITECH & AB	
Feb 15					AB to review revised Draft	
Feb 22					Manatt & MO-HITECH to make final revisions	Finalize & Submit Strategic Plan

Building the Strategic Plan – Advisory Board and Workgroup Tasks

- **Week of November 30th: Kickoff**
 - Launch Advisory Board (December 2nd)*
 - Host statewide kickoff meeting (December 2nd & 3rd)
 - Identify key deliverables and timeline
 - Identify workgroup leadership/co-chairs
 - Assign tasks (e.g. writing, research)
- **November 30th – December 23rd: First Draft**
 - Workgroups to meet weekly or bi-weekly (as determined necessary)
 - Draft Strategic Plan content & circulate for review
 - Incorporate workgroup revisions and feedback
 - Submit for incorporation into first draft
- **December 23rd – January 15th : Fill in Gaps**
 - Work with Manatt & subject matter experts to address gaps in first draft
 - Review Advisory Board & MO-HITECH feedback
- **January 15th – February 5th: Second Draft**
 - Revise Strategic Plan content based on Advisory Board & MO-HITECH feedback
 - Submit for incorporation into second draft
- **February 5th – February 28th: Finalize Strategic Plan**
 - Workgroup Co-Chairs to work with Manatt & subject matter experts to finalize Strategic Plan content
 - Submit Strategic Plan to ONC (Target submission date: February 28, 2010)

*Advisory Board will host its second meeting after January 1, 2010.

Building the Strategic Plan: Workgroups

- **Led by appointed Co-Chairs**
- **Open membership**
- **Staff supported**
- **Areas of focus**
 - Governance
 - Finance
 - Technical Infrastructure
 - Business & Technical Operations
 - Legal/Policy/Privacy
 - Consumer Engagement
- **Meetings & frequency**
 - Kickoff meeting: December 3rd, Jefferson City
 - Workgroups will meet weekly or bi-weekly following kickoff meeting (as necessary)
 - Meetings will be accessible via teleconference, but in-person participation is recommended; all meetings will take place in Jefferson City

State HIE Grant Application: MO-HITECH Cooperative Agreement Program

- **Submitted to ONC on October 16th**
- **Proposed project will:**
 - Develop a Strategic and Operational Plan to support the development of HIE capacity and infrastructure among Missouri's health care providers
 - Be overseen by a public-private Advisory Board that will provide guidance to MO-HITECH
 - Convene collaborative public stakeholder Workgroups to inform strategy development around the key areas of
 - Governance
 - Technical infrastructure
 - Finance
 - Business and technical operations
 - Legal/Policy
 - Consumer Engagement
 - Identify how the State may leverage existing regional HIE and health IT investments, as well as investments that the State has made in its technical infrastructure
 - Be closely coordinated with Medicaid and public health stakeholders to ensure that providers of underserved populations are able to participate in HIE and achieve meaningful use of EHRs

State HIE Grant Application: Finance

- The Finance Workgroup will
 - Document available and potential funding sources for the strategic and operational planning processes
 - Develop a process to monitor spending match contributions throughout the project
 - Review potential financing strategies and approaches to address upfront costs and sustainability of statewide HIE
 - Develop a business plan to support the implementation of the Operational Plan
 - Develop an articulation of the value around different stakeholders' interests and participation in HIE

Identifying the funding sources to plan, develop, operate and maintain the governance, policy, and technical infrastructure to support HIE.

ONC's Achievements Expected by 2011

- **Fiduciary Oversight:** Develop capacity to effectively manage funding necessary to implement the State's Strategic and Operational Plans.
- **Sustainability Plan:** Develop a path to sustainability including a business plan with feasible public/private financing mechanisms for ongoing information exchange

Building the Strategic Plan: Workgroup Deliverables

Workgroup	Deliverables
Governance	<ul style="list-style-type: none"> ➤ Description of governance entity including membership, authority, and governance model ➤ Description of how state will address HIE accountability and transparency ➤ Description of coordination with Medicaid, federally-funded state programs, and other ARRA programs (e.g. broadband)
Finance	<ul style="list-style-type: none"> ➤ Business plan that enables financial sustainability of HIE governance and operations by 2014 ➤ Develop and update project budget
Technical Infrastructure	<ul style="list-style-type: none"> ➤ Description of how infrastructure will facilitate interoperability ➤ Description of technical approach and architecture to be used including HIE services to be offered (<i>if applicable</i>) ➤ Review and augment environmental scan of HIE
Business & Technical Operations	<ul style="list-style-type: none"> ➤ Implementation strategy to address how the state will meet meaningful use requirements ➤ Description of incremental approach for HIE services to reach all geographies and providers ➤ Identify plan and timeline for NHIN participation
Legal/Policy	<ul style="list-style-type: none"> ➤ Describe MO and interstate privacy and security issues related to HIE ➤ Describe plans to analyze and state laws ➤ Describe development of policies and procedures to foster HIE ➤ Describe the use of trust agreements (e.g. data sharing and use agreements) ➤ Describe how the state will address noncompliance with HIE policies
Consumer Engagement	<ul style="list-style-type: none"> ➤ Consumer engagement and outreach plan ➤ Develop communications and educational materials for consumers, general public, and press

Building the Operational Plan: Workgroup Deliverables

Workgroup	Deliverables
Governance	<ul style="list-style-type: none"> ➤ Description of coordination and interdependencies with relevant ARRA programs (e.g. REC, broadband, and workforce development) ➤ Description of governance and policy structures, including their ongoing development
Finance	<ul style="list-style-type: none"> ➤ Detailed cost estimate for the implementation of the Strategic Plan ➤ Detailed schedule describing the tasks and sub-tasks to be completed, including resources, dependencies, and specific timeframes ➤ Description of proposed resolution and mitigation methods for identified issues and risks ➤ Staffing plans for the project, including project managers and description of key roles ➤ Description of activities to implement financial policies, procedures, and controls to ensure compliance with GAAP and OMB Circulars
Technical Infrastructure	<ul style="list-style-type: none"> ➤ Description of efforts to become consistent with HHS adopted interoperability standards and certification requirements as part of the planned implementation ➤ Description of the technical architecture and how its requirements will ensure statewide availability of HIE among healthcare providers, including plans for protection of health data ➤ Description of how the technical architecture will align with NHIN core services and specifications ➤ Description of technical solutions to develop HIE capacity and enable meaningful use
Business & Technical Operations	<ul style="list-style-type: none"> ➤ Project schedule describing tasks and sub-tasks to be completed to enable statewide HIE ➤ Identification and description of issues, risks, and interdependencies within the overall project ➤ Description of how the state will leverage current HIE capacities ➤ Description of state-level shared services and repositories to be leveraged (if applicable) ➤ Explanation of standard operating procedures and processes for HIE services will be developed and implemented (not required)
Legal/Policy	<ul style="list-style-type: none"> ➤ Description of how statewide HIE will comply with applicable federal and state legal policy requirements, including the process for developing and implementing policy requirements ➤ Description of interdependence of governance and oversight mechanisms ➤ Description of plans for privacy and security harmonization and plans for interstate coordination ➤ Address how state will comply with federal requirements for data protection
Consumer Engagement	<ul style="list-style-type: none"> ➤ Consumer engagement and outreach plan ➤ Communication messages and educational deliverables for dissemination

Finance Workgroup

Finance	Strategic Plan
Charge	<ul style="list-style-type: none"> ➤ Develop costs for all activities and plan for ongoing funding streams associated with statewide HIE ➤ Define the value and business case/return on investment of investments at the state, regional, and institutional levels ➤ Identify existing and potential funding sources to support the development of statewide HIE ➤ Identify approaches and examples of model financing strategies to support adoption of HIE ➤ Propose financing strategies for the capital build and sustainability of HIE ➤ Develop and update project budget
Deliverables	<ul style="list-style-type: none"> ➤ Business plan that enables financial sustainability of HIE governance and operations by 2014 ➤ Develop and update project budget
Tentative Timeline (Week(s) of)	<ul style="list-style-type: none"> ➤ Dec 2 & 3: Attend Statewide Kickoff Meeting to review & confirm Workgroup charge; distribute assignments ➤ Dec. 9: Provide comments and feedback on threshold questions (above) to Workgroup staff and co-chairs; please send feedback to kwallis@manatt.com ➤ Dec. 15, 1:00 – 3:00 pm: Workgroup meeting to review collected feedback ➤ Dec. 23: First draft due to MO-HITECH & Manatt ➤ Jan. 8: Manatt to distribute feedback/questions to Workgroup ➤ Jan. 11: Review draft Strategic Plan sent to Advisory Board ➤ Jan. 18 – Feb. 5: Revise draft Strategic Plan components based on Advisory Board & MO-HITECH feedback ➤ Feb. 5: Workgroup to submit updated draft ➤ Feb 5 - 28: Workgroup to meet ad hoc to address questions and revise Strategic Plan Content
Co-Chairs	John M. Huff, Dir., Dept of Insurance TBD
Staff	Brian Kinkade, Deputy Department Director, Department of Social Services Bill Bernstein, Partner, Manatt Health Solutions Kier Wallis, Senior Analyst, Manatt Health Solutions

Finance: Impact of Stimulus Funding

- ARRA has changed the HIE financing landscape:
 - Over \$40 billion in meaningful use incentives that promote:
 - Connectivity
 - Care coordination, and
 - Quality reporting
 - Over \$500M for state HIE planning and implementation
 - \$13.8 M for Missouri
 - Administrative matching payments to pursue initiatives that encourage the adoption of EHRs to promote health care quality and the exchange of health care information
- Alignment of state resources to maximize the near term funding presented by the federal health IT stimulus funding
- Upfront ARRA funding to support interoperability is limited and funding from meaningful use payments represents a short term opportunity
- Long term investments should be quantified to provide effective and sustainable solutions for Missouri's healthcare needs

Finance: Federal Vision for HIE

➤ **ONC's State HIE Funding Opportunity Announcement...**

- "Medicare and Medicaid meaningful use incentives are anticipated to create demand for products and services that enable HIE among eligible providers... . The resulting demand for HIE will likely be met by an increased supply of marketed products and services to enable HIE, resulting in a competitive marketplace for HIE services."

Implications

- ONC acknowledges that a viable market for HIE doesn't currently exist.
- Stakeholders must develop a governance, financing, policy and technical infrastructure that both supplies high-value HIE services and creates sustainable demand.

Finance: Challenges

➤ States and HIE efforts face obstacles in

- Securing the financial capital to build infrastructure capacity
- Developing ongoing revenue streams to maintain operations

➤ Challenges stem from

- Level of capital investment required to implement to scale
- Uncertainty of return on investment (ROI)
- Cost variability
- Stage of development

Designing, piloting, and implementing interoperable HIE has been shown to be a complex, multi-year process that extends beyond most organizations' annual operating and budgeting cycles.



Funding For Building HIE Across a State

Federal Sources.....State-Based Sources

	State HIE Grant	Regional Extension Center	Medicaid Incentives	Medicaid Admin	State Rev	Medicaid Managed Care Programs	Provider Remittance Fees	Ins Claims Adjudication Fees
Total Available	\$4-40 million	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Distribution	Quarterly 2010-2014	Quarterly 2010-2014	TBD 2011-2016	Annual	Annual	TBD	TBD	TBD
Mechanism	Coop Agreement	Coop Agreement	TBD	TBD	Approps	TBD	TBD	TBD
Fiscal Agent	State	TBD	Providers	State	State Agency	State Agency	TBD	TBD
Primary Focus	HIE Capacity	HIT Adoption	Meaningful Use	Some Flexibility	Flexible	TBD	TBD	TBD

Bottom Line

Costs to build, operate and maintain HIE exceed funding from any single funding source.

Finance: Discussion Questions

- In developing a sustainable financial model for statewide HIE, for what time period should Missouri seek to project costs of development and operation (e.g. 3 years, 5 years)?
- What sources of funds are available and what steps should Missouri take to attract one time development funds to support development of its statewide HIE initiative?
 - State HIE Cooperative Grant Program
 - 90/10 Medicaid funds
 - Foundation funds
 - Stakeholder contributions
- What sources of funds are available and what steps should Missouri take to support ongoing operations and use of the statewide HIE initiative?
 - EHR incentive dollars
 - Payer contributions
 - Voluntary/contractual payer contributions
 - State mandated contributions
- In building a sustainability model, should Missouri distinguish between core HIE services and value added services?

Next Steps

- **Review Application & Project Narrative**
 - <http://dss.missouri.gov/hie/files/pca-project-narrative.pdf>
- **Review Strategic Plan requirements**
 - Funding Opportunity Announcement:
http://healthit.hhs.gov/portal/server.pt?open=512&objID=1336&parentname=CommunityPage&parentid=2&mode=2&in_hi_userid=10741&cached=true
- **Identify additional stakeholders for future Workgroup participation**
- **Review identified tasks and assignments**
- **Submit feedback and comments on discussion questions by December 9th to kwallis@manatt.com**
- **Next Meeting: December 15th, 1:00 pm – 3:00 pm**
 - 205 Jefferson St, Jefferson City MO 10th floor Conference Room B